

INFLUENCE OF DIVERSITY MANAGEMENT STRATEGIES ON PERFORMANCE OF NATIONAL SECURITY INSTITUTIONS IN KENYA.

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ABSTRACT

The objective of this study was to establish the influence of diversity management strategies on performance of institutions in the security sector in Kenya. The specific objectives of the study were to examine the influence of targeted recruitment strategy, career-focused leadership strategy, inclusion training strategy and diversity needs assessment strategy on performance of national security institutions in Kenya. The study adopted descriptive research design. The units of analysis were the national security institutions in Kenya comprising of Kenya Armed Forces, Kenya Air Force, Kenya Navy, National Intelligence Service, Kenya Police Service, Kenya Administration Police, Directorate of Criminal Investigation, Independent Policing Oversight Authority, Directorate of Public Prosecution and Ethics and Anti-Corruption Commission. The units of observation were the management staff working at the head offices of these security institutions in Nairobi, Kenya. The target population was the 710 senior and middle managers targeted from the national security institutions in Kenya. Stratified random sampling technique was employed to select 10% (71) respondents from the target population. The study utilized both primary and secondary data. Prior to the main study, pilot testing was conducted to measure the validity and reliability of the data. Primary data was collected from questionnaires distributed to the senior managers. Qualitative and quantitative analysis of data was done to answer the research questions of this study. The researcher used Statistical Package for Social Sciences (SPSS Version 25) analysis software to aid in calculation of descriptive statistics. This enabled the researcher generate statistics such as

percentages, frequencies, distribution, (mean scores and standard deviations. Qualitative data as analyzed through an evaluation of the common notions and were presented in the form of a discussion. The study also conducted inferential analysis involving multiple regression analysis. The study found that target recruitment, career-focused leadership, inclusion training and diversity needs assessment are great contributors to the performance of national security institutions. Diversity management strategies play a great role on performance the Security Organs in Kenya. National Security Institutions can leverage on their reputation, remuneration packaging, as well as job security as some of the core factors in attracting and recruiting quality talents. The Institutions could formulate and adopt career-focused leadership styles that uphold diversity practices which will enhance interaction amongst personnel across all cadres. There is need to enhance inclusion training through establishing core training curriculum that considers diverse management in the institutions. There is also need to provide in-service training, capacity building as well as knowledge, skills and abilities for the staff working in these institutions. The organizations diversity climate needs to be developed and implemented in the National Security Institutions. The personnel working in the national security institutions should receive training to understand how diversity needs is manifested across all levels of the employee and organization experience.

Key Words: Diversity management strategies, performance, targeted recruitment, career-focused leadership, inclusion training and diversity needs assessment

INTRODUCTION

Diversity management is a process whose aim is to craft and maintain a positive work atmosphere where the comparisons and contrasts of individuals are esteem. Accordingly, diversity management is a commitment to recognize and embrace the various dimensions that make individuals unique in an environment that promotes, appreciates and celebrates diversity. To Davis, Frolova and Callahan (2016), diversity management strategies refer to firms' actions that aim to promote greater inclusion of employees from different backgrounds into an organizations structured through specific policies and programs where the similarities and differences of individuals are valued and everybody is equally enabled to perform and achieve organizational objectives and personal development. Nnadi and Chinedu (2019) contend that firms can implement best practices of managing diversity to maintain competitiveness in the market.

Organizations with well managed diversity are effective and steer ultimately producing corporate cultures that have new perspectives, pioneering capabilities and fresh ideas necessary to survive. Nyakoi (2020) indicated that diversity management strategies enhance organizational productivity, viability, level of innovation and sustained competitiveness hence overall performance. Organizations have formulated and implemented several strategies to diversity management resulting to better performance outcomes. Building an inclusive culture within organizations requires a long term strategy effort. Making everyone to be respected and valued Farndale (2015) notes those strategies which enhance involvement and fairness promotes more inclusive, high performing teams and organizational environments. Organizations that adopt diversity management strategies based on the acknowledgement of the role of workforce diversity on performance of their organization; do find ways to engage a heterogeneous workforce which provides a mix of skills in the organization.

In its Global Diversity and Inclusion study, the Society of Human Resources Management rates China as 44th out of 47 countries in its Global Diversity Readiness Index, based on national diversity, workplace inclusion, social inclusion, government inclusion and legal framework. In the last 50years, diversity has been approached as legality in countries like the US, where organizations were prohibited by law to discriminate any person on any basis. However in the recent years, organizations have realized that workforce diversity is not just a legal issue, but a concept that must be embraced in any organization for it to run successfully (Bedi, lakra, & Gupta, 2018). Shagufta and Siddharth (2021) reiterated that in Europe the society no longer works nor lives in an island; people are now part of the economy with competition coming from all over the continent.

In Asia, Huong, Alexander, Jane, Connie and Jan (2020) revealed that embracing, maximizing and capitalizing on workplace diversity has become an important asset for management today. In

India, managing diversity is a complex and unique HR issue in India due to its religious and cultural diversity and the use of legislation by the Indian state to tackle societal inequities and complexities. Bangalore is the IT hub of India and companies show much wider variety of workforce diversity at the organizational level. Around 30% to 32% of the female workforce has been recruited by IT organizations and it is the major recruiter of women workforce in India (Rana, Alain, Angela & Wambura, 2020). Due to this reason that profit making, governments and non-profit making organizations need to embrace diversity so as to become more innovative and open to change.

In the African region, managing diversity strategically is a value-adding HR function that enhances organizational performance. Akobo and amisah (2018) indicated that The identifiable socio-cultural formation in Africa does not leave out racial diversity, as globalisation has also made Africa home to migrants. Countries like South Africa have a high presence of racial identity because of their social structure. Nnadi and Chinedu (2019) shows that African organizations with high levels of well managed diversity are effective and steering ultimately producing corporate cultures that have new perspectives, pioneering capabilities and fresh ideas necessary to survive. Diversity management is gradually being adopted in many Nigerian organizations. Even though there are concerted efforts to invest in workforce diversity management to boost employee morale, employee retention and organization performance, organizations rarely achieve their expected benefits.

The promotion of workforce diversity is also very low among Nigerian institutions given that diversity initiatives have no basis in law in most of the organizations. In Ghana, Abdulai (2020) highlights that discrimination exists subtly in the public sector, with gender, ethnicity and regionalisation dominant amongst other social identities. Consequently, policies act as an instruction to promote integration of the Ghanaian people and ‘prohibit discrimination and prejudice’ on the grounds of diversity differences. Closer home, Samwel (2020) argued that diversity has numerous advantages in manufacturing industries in Tanzania. However, despite the numerous advantages, the findings further indicate that the effectiveness of workforce diversity in manufacturing industries in Tanzania is cropped up with several disadvantages.

The new constitution in Kenya provides a legal framework for combating discrimination; but beyond that, it also lays the groundwork for the positive discrimination of marginalized groups. Deriving from the constitution, a “National Cohesion and Integration Policy” was enunciated to deal with difficulties in enhancing national cohesion and integration. The Constitution obliges the state to provide for the representation of minorities and marginalized groups in governance, and to provide access to employment and special opportunities in educational and economic fields. Nyakoi (2020) indicated that effective implementation of constitutional provisions is expected to diffuse the grievances of marginalized groups. Following these prescriptions, a new

law was introduced requiring that one third of elective bodies should be made up of marginalized groups.

The security institutions play a critical role in enhancing the security of persons and property in a country. Security of citizens and protection of national interests are at the core of every State. In Kenya the main player in the security industry is the Government which has been entrusted by the constitution to protect Kenya's territorial integrity and sovereignty, its people, their rights, freedoms, property, peace, stability and prosperity and other national interests against internal and external threats as enshrined in the Constitution the Constitution of Kenya, 2010 (Chapter 14 sec.238). The National security organs are the Kenya Defense Forces (KDF), National Intelligence Service (NIS) and National Police Service (NPS).

These employees and managers have varied thought process, world views, perceptions and culture and with effective diversity management strategy in place can lead to enhanced institutional harmony and effectiveness. According to the annual report of National Police Service 2020, 80% of absenteeism among police officers was attributed to reduced motivation and staff morale, and provoked conflict between officers of the lower ranks and those of senior ranks which are outcomes of diversity. It further contends that less effective strategies to management of diversity was the root course of absenteeism thus poor performance of the service. If diversity in employees is not managed well, there is possibility of increased turnover of employees in the organization and ineffective communication amongst staff members that will affect performance. This study sought to establish the influence of diversity management strategies on performance of national security institutions in Kenya.

STATEMENT OF THE PROBLEM

In the modern era, organizational performance is affected by the cumulative performance of individual employees. As such, positive consequences of diversity at the employee level also go about as inherent and variables in developing employee cooperation. According to Nnadi and Chinedu (2019), diversity management promotes creativity, innovative problem solving and productivity, through sharing of diverse ideas and perspectives. The Constitution of Kenya 2010, advocates for inclusivity in regards to employment in the public sector, thus national security institutions portray a balanced diversity in their workforce with regards to ethnic composition, gender, age, academic qualifications and representation minority groups (Nyakoi, 2020).

Nyakoi (2020) conducted a study on workforce diversity management and employee performance in Pharmacy and Poisons Board, Kenya and established that a well-balanced workforce in terms of gender, ethnicity and education especially at the top leadership and management, provides a diverse insightful and transformative leadership and managerial decisions. Otsudi (2017) studied diversity management strategies and the performance of the

National Social Security Fund, Kenya and found that NSSF has adopted diversity management strategies in the hiring process, education through training and career development, fairness and policy review, encouraging interaction among employees, commitment from top leadership and compensation of workforce.

Nzau and Guyo (2018) studied the challenge of securing Kenya with a view of past experience, present challenges and future prospects and found that the security institutions have policies on gender and disability mainstreaming, training but none on ethnic inclusivity, age consideration and attraction and retention policies. Despite their importance, there had been complaints about the low quality of services as offered by the security institutions and state institutions in general for a long time. According to the annual report of National Police Service 2020, 80% of absenteeism among police officers was attributed to reduced motivation and staff morale, and provoked conflict between officers of the lower ranks and those of senior ranks which are outcomes of diversity.

In addition, there has been low involvement and participation by various groups in national security service especially in the managerial and leadership positions which is below the one-third constitutional requirement an aspect that is against diversity management and empowerment policies. As a result, cases of crime have been increasing with 88,268 and 93,411 reported in years 2018 and 2019 respectively. In spite of the evident gaps, the available studies had focused on different conceptual relationships, contexts and adopted varying methodological approaches hence the knowledge gap. It was against this backdrop that the study sought to fill this gap by investigating the influence of diversity management strategies on performance of institutions in the security sector in Kenya.

OBJECTIVES OF THE STUDY

The general objective of the study was to establish the influence of diversity management strategies on performance of institutions in the security sector in Kenya.

The specific objectives of the study were:

- i. To examine the influence of targeted recruitment strategy on performance of institutions in the security sector in Kenya.
- ii. To assess the influence of career-focused leadership strategy on performance of institutions in the security sector in Kenya.
- iii. To establish the influence of inclusion training strategy on performance of institutions in the security sector in Kenya.
- iv. To explore the influence of diversity needs assessment strategy on performance of institutions in the security sector in Kenya.

THEORETICAL REVIEW

Resource-Based View Theory

Resource Based View (RBV) theory was founded by Wernerfelt (1984) to develop the concept that method of a company is a feature of the complement of the assets apprehended. The RBV theory examines the impact of organization resources and capabilities on competitive advantage that leads to overall organizational performance. The theory strongly emphasizes the development and efficient utilization of organization-specific assets (Niazi, 2011). According to the RBV, organizations success is primarily rests upon a superior asset base. The resources and capabilities that are not conditioned into sustaining activities and business processes will not have positive impact on an organizational performance. The main focus of RBV is how the implementation of diversity strategies will be affected by organization's resources. There are four categories of resources that firm possess: physical capital, financial capital, human capital, and corporate capital resources.

These resources can either assist or inhibit the operations of the organization, therefore, organizations try to use these resources in ways that will course assist and improve its performance. From a business perspective, organization that is more diverse gain an advantage compared to organizations that are homogenous. Yang and Konrad (2011) found that firms with more diversity management strategies in place experienced lower levels of turnover and that diversity management strategies interacted positively with an innovation strategy, resulting in higher productivity and better performance. The RBV is the common point where all human-centered assets come into play when it comes to performance.

According to Hitt et al (2005) an organization unique resources and capabilities provide the basis for a strategy. Resources can either facilitate or inhibit an organization from efficiently developing and implementing organizations strategies, the qualities of resources held by organizations determines its performance. Theory shows that, organizations must ensure that it has enough resources in order to carry out diversity management strategies effectively. Organizations also seek to attain the progression by growing their strengths, reducing their weaknesses, identifying and exploiting their opportunities and overcoming their threats. This is important since every organization aspires to emerge more efficient and remain relevant in the fast-changing environment (Wernerfelt, 2011). As such, competencies have a tendency to advance firm and individual participation and adaptable to diversity management processes. The RBV is therefore anchored on the first objective which seeks to examine the effects of targeted recruitment on performance of institutions in the security sector in Kenya.

Upper Echelon Theory

Upper echelon theory (UET) (Harmbrick and Mason, 1984) suggests that the managerial background characteristics or traits can predict organizational outcomes such as planned choices and performance levels. UET was based on strategic top leadership and suggests that individual characteristics influences decision making process since leaders will make a decision based on their cognitive, social and physiological traits. The theory also states that the top leadership different characteristics such as age, career specialization, tenure and education levels affect their decisions on strategy and it will directly affect organization strategy choice and organizational performance (Nielsen 2010).

Harmbrick and Mason, (1984) argues that organizations wishing to attract retain and benefit from diverse talent are often advised to begin by increasing the diversity of their senior management teams since these teams will be sensitive to the issues of attracting, retention and advancement of diverse employees. They further argue that organizational performance levels can be enhanced through senior management team heterogeneity thus EUT explains why organizations differ and focuses on the effect of leadership have on this differences and how it affects organizational performance. The individuals evaluate their own effort-to-compensation ratio to that of another person, and the end result is a loss in motivation.

The theory posits that employees seek to maintain equity between the input they bring into a job (education, time, experience, commitment and effort) and the outcome they receive from it (promotion, recognition and increased pay) against the perceived inputs and outcomes of other employees. When compared to others, individuals want to get paid fairly according to the contributions in the organization. As such leaders seek to enhance their decisions by pursuing careers, skills and specializations that increase their performance. The theory is therefore essential in assessing the influence of career-focused leadership strategy on performance of institutions in the security sector in Kenya.

Human Capital Theory

The central premise of human capital theory is that “education and training are the most important investments in human capital” (Becker, 1994). Human Capital theory views training as an activity in an organization that is developed to increase employees work commitment and performance. Employees performance and the results achieved can then be considered as a return on investment and assessed in terms of costs and benefits (cited in Bratton, 2007). It is a theory that can explain workplace learning. This theory focuses on how diversity training can enhance the human capital value of employers.

Flamholtz and Lacey (1981), state that, “human capital theory proposes that people's skills, experience, and knowledge are a form of capital and that returns are earned from investments made by the employer or employee to develop these attributes.” The Human capital theory holds that employees should invest in specific training and further initiation of more promotion opportunities to enhance employees' career path prospects. Thus, the human capital perspective at the level of the organizations, due to its emphasis on skills and performance, appears to offer more support for generalized investments in the human resources. Training needs are identified so that wasteful expenditure can be avoided, objectives are set and outcomes are evaluated to ensure that programmes meet the objectives specified and organizational criteria (Bratton, 2007). In a working environment, other workmates can feel demotivated for seeing their fellow colleagues getting such preferential treatments, or exemptions from the common law. This is likely to have an effect on performance. The study shall attempt to unearth any form of exemptions or advantages that are enjoyed by minority groups within the organization. Further inquiries shall be made to understand how such privileges affect the motivation of other employees not receiving such benefits, or how it eventually impacts on their performance. This will include assessment of inclusion training strategy as espoused in the national security agencies. The theory is therefore vital in establishing the influence of inclusion training strategy on performance of institutions in the security sector in Kenya.

Maslow’s Hierarchy of Needs Theory

Maslow’s hierarchy of needs was first introduced in Abraham Maslow’s paper “A theory of human motivation” in 1943. Maslow hierarchy of needs states that these needs dictates an individual behavior and he places them into five progressive categories with physiological needs, safety needs, love and belonging needs, self-esteem up to self-actualization needs. According to (Sartorius 2016) states that employers must meet each level of employee’s needs for employees to attain personal growth and career development and truly commit themselves.

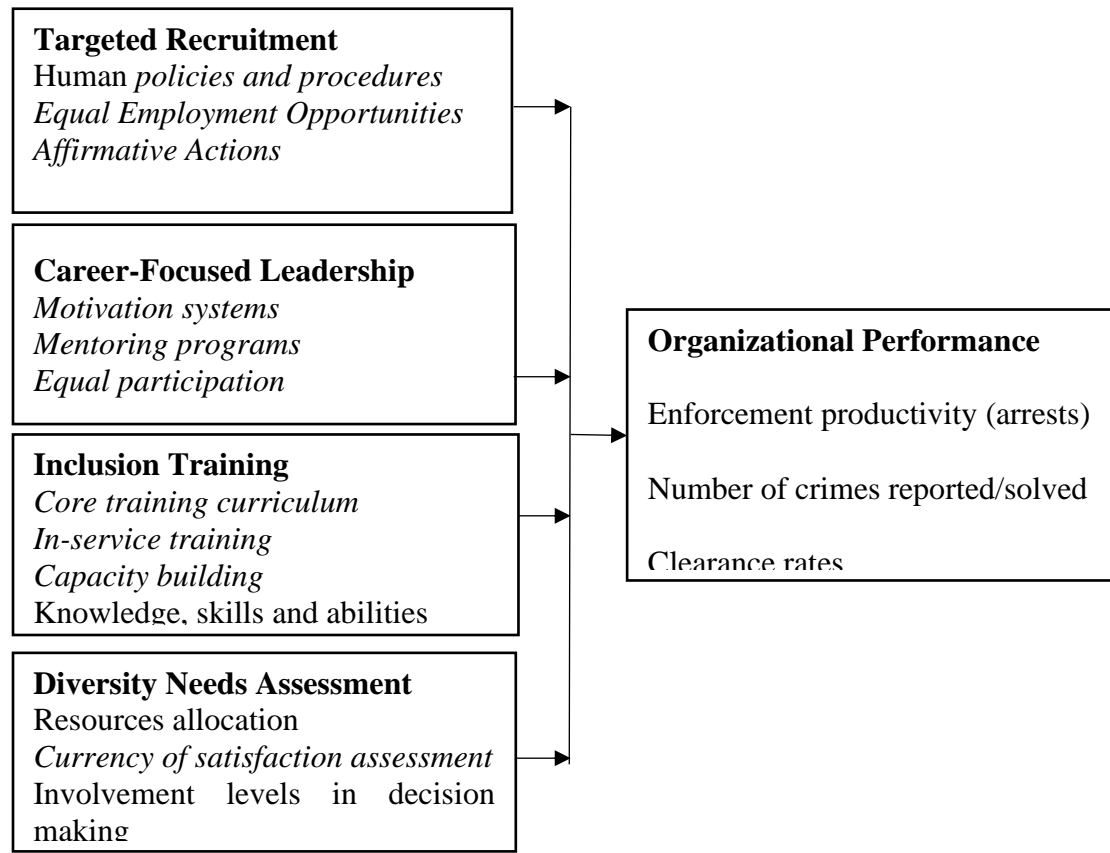
Choi and Rainey (2016) further notes that failing to meet diverse employees’ needs at any level can create lack of fulfilment in their professional lives causing them to eventually try to fulfil these needs on their own, for instance, leaving the organization for another organization. Managers should identify the need level at which each employee is at and then satisfy them. A diverse workforce whose self-esteem needs are satisfied results in feelings of confidence, adequacy, competency and a sense of achievement convincing them to stay in the organization for longer (Marcus, 2015).

Rainey (2015) notes growth needs of the minority have lasting motivational effects and help them to maintain and improve their work performance, a scenario Reddick (2013) confirms employees’ bond with their organizations. Organizations are made of different groups, the management and the employees, who in normal circumstances have different objectives.

Moreover in any organization, there may be different sources of authority, a likely source of conflict over allocations of tasks, work or rewards. Acknowledging that there may exist competing sources of authority allows for resolving of such conflicts in any organization amicably.

The formation of trade unions to bargain collectively on behalf of employees not only provides management with the most efficient means of reducing workplace conflict, but also encourages output by letting employees to unite and counteract the authority of managers when negotiating for contracts (Abbott, 2006). This gives the employees stronger negotiating power compared to when they are arguing as individuals. They are then more likely to have their grievances heard. Employees whose expectations are met by the employer tend to be more productive. By attempting to establish the workforce needs, organizations are able to address the diverse needs. This theory is hence fundamental in exploring the influence of diversity needs assessment strategy on performance of institutions in the security sector in Kenya.

CONCEPTUAL FRAMEWORK



Independent Variables

Dependent Variables

Figure 1: Conceptual Framework

Targeted Recruitment

Targeted recruitment can improve performance of organization since organizations that design and adopt targeted recruitment strategy towards managing diversity are likely to attract the best human capital resource. Nnadi and Chinedu (2019) contend that firms can implement best practices of managing diversity to maintain competitiveness in the market. Organizations with well managed diversity are effective and steer ultimately producing corporate cultures that have new perspectives, pioneering capabilities and fresh ideas necessary to survive.

Shagufta and Siddharth (2021) reiterated that in Europe the society no longer works nor lives in an island; people are now part of the economy with competition coming from all over the continent. It is because of this reason that profit making governments and non-profit making organizations need to embrace diversity so as to become more innovative and open to change. Huong, Alexander, Jane, Connie and Jan (2020) revealed that embracing, maximizing and capitalizing on workplace diversity has become an important asset for management today. In India, managing diversity is a complex and unique HR issue in India due to its religious and cultural diversity and the use of legislation by the Indian state to tackle societal inequities and complexities. Nyakoi (2020) indicated that effective implementation of constitutional provisions is expected to diffuse the grievances of marginalized groups. Following these prescriptions, a new law was introduced requiring that one third of elective bodies should be made up of marginalized groups.

Career-Focused Leadership

Organizations wishing to attract, retain and benefit from diverse talent are often advised to begin by increasing the diversity of their leadership. Wen, Ho, Kelana, Othman and Syed (2019) carried out a study on leadership Styles in influencing employees' job performances. The targeted population for this study would be employees working in the Malaysian private sector. Employees holding managerial and non-managerial position will be selected as respondents in this study. The inclusion criterion is the employees must have at least 3 years of working experience as they have been exposed to different types of leadership in their workplace employees. Self-administered questionnaires will be the main method of data collection. Prior to receiving the questionnaire, participants will be given a cover letter explaining the purpose and to assure the respondents of their confidentiality. The research findings demonstrated there is a relationship between leadership styles and job performances within an organization. Fear management creates stress that can produce the desired outcome in the short term while this success is not sustainable in the long run.

A study by Feldman (2019) looked at the effects of education level on job performance in two ways. First, it provides a meta-analysis on the relationships between education level and

dimensions of job behaviours representing task, citizenship, and counterproductive performance. The study adopted a descriptive research design and targeted 107 employees in the human resource department in the selected organizations. Structured questionnaire containing a five pointed Likert scale were used. The data collected was edited and sorted for completeness and analyzed with the help of statistical package for social sciences (SPSS version 22). Descriptive and inferential statistics frequencies and percentages as well as tables and graphs were used to present the analyzed data so as to facilitate a clear interpretation of results and assist in drawing conclusions. It was deduced that education stimulates performance of the core workplace task by equipping the individuals with a more authoritative and technical expertise with which they can complete their responsibilities. Through this, education is usually expected to create a positive correlation to task performance at the workplace.

Inclusion Training

Inclusion puts the concept and practice of diversity into action by creating an environment of involvement, respect, and connection - where the richness of ideas, backgrounds or cultures (like origin, age, physical appearance, ethnicity, religion, gender, sexual orientation, disabilities, etc.), and perspectives are accepted, welcomed, equally treated, and valued. Education through training and career development is key for improved organizational performance because of its ability to increase the level of individual and organizational competency. Smith (2018) studied impact of diversity training on attitudes towards societal diversity and cognitive empathy. A total of 308 incoming university freshmen students participated in mandatory diversity training. Participants completed pen-and-paper surveys which assessed their attitudes towards societal diversity and cognitive empathy. Consistent with the hypotheses, results showed that both attitudes towards societal diversity and cognitive empathy improved after diversity training. However, there was no interaction effect of gender and ethnicity, suggesting that diversity training was similarly effective for both genders and both ethnicities.

Sahamkhadam (2020) conducted a study on effect of in-service training on teachers' attitudes towards inclusion. The research was carried out through electronic databases including ERIC, PsycINFO, Web of Science, and Google Scholar limited to studies published between 1990 and 2020. The quality assessment process was conducted utilizing CASP checklist for randomized control trials. In total, 12 studies were found eligible to include in data synthesis. The quality assessment showed that most studies were of moderate quality concerning study design and generalizability of results. Nine studies reported that in-service training programs had an effect on teachers' attitudes towards inclusion. Although the teachers' attitudes towards inclusion appear to be changed during the intervention process, long-term effects also need to be assessed. Ogega, Muya, and Nyaboga (2019) study sought to evaluate the effect of implementation of diversity training policy on employee commitment in selected county governments in Kenya. The study was guided by the Institutional theory. A descriptive survey was used to explore the effect

of implementation of diversity training policy as a voluntary organizational diversity strategy and how it affects the commitment of employees. The focus of the study was 32 county governments that had not complied with the County Government Act on new appointments in regard to implementation of diversity management policies as per the 2016 Nation Cohesion and Integration Commission survey report. A sample of 494 respondents drawn from a target population of 7492 comprising middle level management was obtained using simple random sampling techniques. Data was collected by use of questionnaires. Data was analyzed using descriptive statistics which included the mean, standard deviation, frequencies and percentages. Simple regression analysis was used to test the relationship between the implementation of diversity training policy and employee commitment. The descriptive statistic showed that respondents were neutral in their attitude towards the effectiveness of implementation of diversity training policy with a grand mean of 3.274. The findings from the regression analysis indicated that the coefficient of diversity training policy ($\beta = -0.281$) is negative and statistically significant ($p = 0.000 < 0.05$) in predicting employee commitment.

Diversity Needs Assessment

Diversity needs assessment practices helps avoid short-term solutions and enables long-term solutions by collecting accurate data about organizational strengths and weaknesses and reveals to managers that actually a problem exists. Rao (2020) asserts that the failure to carry out a thorough DNA can result in failure to capture information that could be used in designing, implementing, and evaluating an effective diversity training program. The objective of this audit is to uncover subtle sources of bias and identify ways in which organizational structure and climate are to meet the needs of diverse workforce. Ahmed, Khuwaja, Brohi and Othman (2018) pointed that organizational performance refers to the attainment of ultimate goals of the organization as set out in the key organizational plans.

Elsaid (2017) examined the effects of cross cultural work force diversity on employee performance in Egyptian pharmaceutical organizations. The study explored the impact of gender, age, and education background on employee performance in the Egyptian pharmaceutical industry which is renowned to employ highly diversified workforce. The results indicated that only two variables, gender and education background, were significant in explaining the variance in employee performance when different work force work together, while surprisingly, age diversity does not. In a study conducted by Gallego-Álvarez, García-Sánchez, and Rodríguez-Domínguez (2018) found that employees with gender differences have different perceptions of gender diversity in the workplace. Female managers were found to have more positive attitudes towards equality and diversity than their male counterparts.

RESEARCH METHODOLOGY

The study applied a descriptive research design to establish the influence of diversity management strategies on performance in the national security institutions. This enabled the researcher to establish the reasons of disparity between the diversity management strategies and performance in the national security institutions. The units of analysis were the national security institutions in Kenya. This comprised of Kenya Armed Forces, Kenya Air Force, Kenya Navy, National Intelligence Service, Kenya Police Service, Kenya Administration Police, Directorate of Criminal Investigation, Independent Policing Oversight Authority, Directorate of Public Prosecution and Ethics and Anti-Corruption Commission. The national security institutions were key in driving and achieving the national growth strategies through safeguarding and protecting the economic pillars across various spheres.

The performance of these institutions was therefore pegged against diversity management and inclusion strategies. These institutions were therefore crucial in investigating the influence of diversity management strategies on performance of institutions in the security sector in Kenya. The units of observation were the management staff working at the head offices of these security institutions in Nairobi, Kenya. According to Government Report (2020), there were 710 management staff working in senior, and middle level management in the head offices of these institutions in Nairobi. The top and middle level management staff were considered for this study. From these Institutions, the study involved 710 top management and middle-level management officers based in the head offices located in Nairobi. Stratified technique was used would be cluster sampling technique reason being the population is already grouped in to clusters. Stratified random sampling technique was used to select the sample. For this study, 10% of the target populace was chosen from every category level to take part in the gathering. This created a sample of 71 respondents. The research utilized both primary and secondary data. Primary data was collected using semi-structured questionnaires. The data collection instrument for this study was a questionnaire.

A semi-structured questionnaire was used as the tool for collecting data. Each item in the questionnaire had a five-point scale ranging from 1=No extent, 2=Little extent, 3=Moderate 4=Great extent, and 5=Very great extent. The questionnaires were preferred because personal administration of questionnaires to individuals helped to develop close relationships with the respondents. An instrument pre-test was conducted to pre-test the research instruments. The researcher selected seven (7) respondents for the pre-test who were based on National Police Service staff in Kiambu, County. Data collected in the pre-test was analyzed and reliability checked using Cronbach's alpha, and results from the pre-test used to improve and strengthen the data collection instrument.

The quantitative analysis of data was done to answer the research questions of this study. The researcher used Statistical Package for Social Sciences (SPSS Version 25) analysis software as well as Microsoft Excel (Spreadsheet) to aid in calculation of descriptive statistics. The study conducted inferential analysis involving multiple regression analysis. The relationship between diversity management strategies and the performance of national security institutions in Kenya was presumed as that of a linear relationship. Thus, a linear model shown below was used for the purposes of determining whether diversity management strategies have a significant influence on the performance in national security institutions. The multiple regression model equation was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where; Y= organizational performance, β_0 = Constant term/intercept, β = Beta coefficient, X_1 = targeted recruitment, X_2 = career-focused leadership, X_3 = inclusion training, X_4 = diversity needs assessment and ε =Error term. The results will be presented in terms of graphs, tables and charts.

RESEARCH RESULTS

Twelve (12) questionnaires from the senior management staff and 44 questionnaires from the middle management staff of the national security institutions were fully filled to meet the objectives of this study. In total there were 56 correctly filled questionnaires, resulting in a response rate of 78.9 percent. On the other hand, a total of 15 questionnaires were either not fully-filled or were not returned at all due to several reasons.

Targeted Recruitment

The study found that the equal employment opportunities commitment, support for affirmative action efforts, and incorporation of targeted recruitment in human resource policies and procedures greatly affect the performance of institutions in the national security in Kenya. On the other hand, promoting the institutions as diverse employers and talent pipeline (workforce planning, employer branding, and continuous sourcing) moderately affect the performance of institutions in the national security in Kenya. There is a positive and significance relationship between targeted recruitment and performance of National Security Institutions. From these results, positive hiring processes can produce long-term positive effect on the performance of organizations. Organizations with well managed diversity are effective and steer ultimately producing corporate cultures that have new perspectives, pioneering capabilities and fresh ideas necessary to survive.

Career-Focused Leadership

The study established that there is incorporation of career-focused leadership strategies, there is a diversity management strategies in the strategic plan, the organizations emphasize on individual motivation, there has been initiation of specific funds to support diversity management strategies, there is frequency of participation in mentoring programs or diverse working teams as diversity champions and that there are stringent measures to promote equal participation on diversity management in the National Security Institutions. The career-focused leadership was found to have a positive and significant relationship to performance. All these aspects of career focused

leadership contribute largely to the performance of these Institutions. Accordingly, career-focused leadership takes-up the role of ‘diversity champions’ in ensuring that organizations conduct targeted recruitment, diversity training, monitors selection and promotions to detect bias and holding line managers accountable for achieving diversity objectives.

Inclusion Training

The study reveals that diversity needs assessment precedes diversity and inclusion training, relevance - addressing the specific diversity and inclusion training needs, inclusion of diversity and inclusion training as part of core training curriculum and outcomes – changed diversity behaviours, job satisfaction, improved individual and performances of the Institutions greatly. Inclusion training is seen to have a positive effect on the performance of National Security Institutions. As per these results, inclusion training is key for improved organizational performance because of its ability to increase the level of individual and organizational competency. Inclusion training programs help employees to obtain necessary knowledge, skills and abilities to work effectively in sustaining and improving current work activities.

Diversity Needs Assessment

The study ascertained that clear objectives which ensure training interventions are effectively implemented and DNA covering the Institutions, their operations and individuals are largely effective in influencing performance. On the contrary, there are diversity experts and DNA teams in the organizations and the effectiveness of DNA in addressing the needs identified are moderate towards performance of National Security Institutions. The regression model as well shows that diversity needs assessment is positively related to performance of National Security Institutions. From these findings, diversity needs assessment is a useful starting point for planning diversity activity in the organization and identifying gaps in the current practice. It helps in providing the means to establish organizational accountability by providing a framework for planning and the allocation of resources.

Item	Value				
Model	1				
R	0.876				
R Square	0.767				
Adjusted R Square	0.758				
Std. Error of the Estimate	0.173				
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.804	4	3.216	3.436	.015(a)
Residual	0.026	51	6.708)
Total	0.830				

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.778	0.453		10.5475	0.0429
Targeted recruitment	0.862	0.114	0.024	7.5614	0.0150
Career-focused leadership	0.879	0.108	0.029	8.1389	0.0133
Inclusion training	0.646	0.173	0.086	3.7341	0.0463
Diversity needs assessment	0.712	0.137	0.064	5.1971	0.0264

The regression model ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) therefore becomes.

$$Y = 4.778 + 0.862X_1 + 0.879X_2 + 0.646X_3 + 0.712X_4$$

The model therefore means that, holding constant the predictor variables, the performance of National Security Institutions would have a coefficient of 4.778. From the results, the regression coefficient for targeted recruitment is 0.862. This is supported by a significant value of 0.015 which is less than 0.05. This result shows that there is a significance relationship between targeted recruitment and performance of National Security Institutions. Based on these findings, there is therefore a positive and significant relationship between targeted recruitment and performance of National Security Institutions. A unit increase in the targeted recruitment reforms would result to 0.862 times increase in performance of National Security Institutions.

The career-focused leadership was found to have a positive and significant relationship to performance. This is indicated by a regression coefficient of 0.879 and a p-value of 0.0133 less than 0.05 showing the significance of the relationship. Based on the coefficient, it is evident that a unit increase in career-focused leadership would result to 0.879 times increase in performance of National Security Institutions. Additionally, inclusion training is seen to have a positive effect on the performance of National Security Institutions. This is shown by the regression coefficient of 0.646 with a significance value of 0.0463 which is less than 0.05 the critical value at the 5% level of significance. This therefore shows that a unit increase in inclusion training would result to 0.646 performance of National Security Institutions.

The regression model as well shows that diversity needs assessment is positively related to performance of National Security Institutions. The regression coefficient for this was obtained to be 0.7120 with a significant value of 0.0264 less than 0.05 indicating a significant effect of diversity needs assessment on performance. Thus, a unit growth in diversity needs assessment would result to 0.7120 times increase in performance of National Security Institutions. From these results, career-focused leadership contributes the most to the performance of National Security Institutions in Kenya, followed by targeted recruitment, then diversity needs assessment while inclusion training contributes the least. These results conform with those of Nyakoi (2020) who indicated that diversity management strategies like targeted recruitment, career-focused

leadership, inclusion training and diversity needs assessment strategies enhance organizational productivity, viability, level of innovation and sustainability hence overall performance.

CONCLUSIONS

The study concludes that target recruitment indicators have a great contribution to the performance of national security institutions in Kenya. The targeted recruitment improves the performance of organizations since organizations that design and adopt targeted recruitment strategy towards managing diversity attract the best human capital resource. Targeted recruitment improves performance of organizations since adoption of targeted recruitment strategy towards managing diversity leads to attraction of the best human capital/resource.

The study deduces that career-focused leadership stimulates performance of the core workplace task by equipping the individuals with a more authoritative and technical expertise with which they can complete their responsibilities. Strong career-focused leadership helps the Institutions to attract, retain and benefit from diverse talents that are crucial in increasing the diversity management, their leadership and overall performance.

The study resolves that inclusion training is a major contributor to the performance of organizations classified under the national security organs in Kenya. In-service training, customized training program, attitudes towards inclusion and career development are key for improved organizational performance because of their ability to increase employee commitment, individual competency and organizational performance. Inclusion training promotes a sense of belonging among employees and this brings about a feeling of being connected to work thus employees work harder and smarter, producing higher quality results of work.

The study deducts that diversity needs assessment is a great contributor to the performance of national security institutions. Accordingly, the National Security institutions have adopted DNA to uncover the possibilities of promotion of creativity, innovative problem solving and productivity, through sharing of diverse ideas and perspectives and thus faring well in their overall performance.

The study finally concludes that diversity management strategies play a great role on performance the Security Organs in Kenya. Diversity management strategies enhance organizational productivity, viability, level of innovation and sustained competitiveness hence overall performance. Career-focused leadership has the greatest contribution towards the performance of National Security Institutions in Kenya, followed by targeted recruitment, then diversity needs assessment while inclusion training contributes the least. Diversity management strategies enhance involvement and fairness promoting more inclusive, high performing teams and organizational environments.

RECOMMENDATIONS

From the findings, targeted recruitment was found to have a great contribution to Organizational Performance. As such, National Security Institutions can leverage on their reputation, remuneration packaging, as well as job security as some of the core factors in attracting and recruiting quality talents. Use of modernized techniques such as the use of social media, mainstream media, physical interviews and intelligent sourcing would proven to help in selecting quality talents. Through adoption of these recruitment and selection subsystems of human resource information system the Institutions would select the right persons and hence realize improved performance.

From the findings, career-focused leadership has a positive and significant relationship with performance of national security institutions. Accordingly, its recommended that the Institutions could formulate and adopt career-focused leadership styles that uphold diversity practices which will enhance interaction amongst personnel across all cadres. This would include motivation systems, mentoring programs and equal participation approaches leading, enhancing, and adopting diversity hence fostering better overall performance.

Inclusion training has a positive effect on the performance of National Security Institutions. For these Institutions to reap more benefits, there is need to enhance inclusion training through establishing core training curriculum that considers diverse management in the institutions. There is also need to provide in-service training, capacity building as well as knowledge, skills and abilities for the staff working in these institutions. This will create a sense of belonging, togetherness and unity hence boosting individual, team and organizational performance.

For diversity training to be successful a needs assessment that makes use of an instrument to examine the organizations diversity climate needs to be developed and implemented in the National Security Institutions. Such instruments are used to evaluate the current prevailing climate putting consideration the resources allocation, currency of satisfaction assessment and involvement levels in decision making in these Organizations. Diversity needs assessment would help in enacting change and sustaining a diversity centric culture. In accordance, therefore, personnel working in the national security institutions should receive training to understand how diversity needs is manifested across all levels of the employee and organization experience.

In overall, diversity management strategies have contributed immensely to the performance of national security institutions with special emphasis on enforcement productivity (arrests), number of crimes reported/solved, clearance rates and response times. As such, these Institutions could steer ultimately producing corporate cultures that have new perspectives, pioneering capabilities and fresh ideas necessary to survive. Creation of awareness and acceptance of all

genders, sexual orientations, ethnic backgrounds, educational qualifications and corporate cultures would create diverse workplaces and enhanced organizational performance.

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